



eusa

Management plan 2023

EUROPEAN SCHOOL OF ADMINISTRATION

Contents

Introduction..... 3

PART 1. Delivering on the political priorities: main outputs for the year..... 5

PART 2. Modernising the administration: main outputs for 2023..... 11

Introduction

The **Mission of the European School of Administration** is to implement professional training on behalf of and in the framework of the orientation decided by the EU institutions. The focus of the School is on management and induction courses, based on its Founding Decision (2005/118/EC) as well as on the organisation of the certification training programme.

The School has developed its activities around the following priorities:

- Contribute to the efficiency of the work of the institutions through the continuous development of their staff;
- Foster cooperation among staff of the various institutions by providing opportunities for networking and the exchange of ideas and good practice;
- Promote the values of the EU and the work of the European Civil Service;
- Share experience and learn by cooperating with the Schools of public administration in EU Member States;
- Contribute to the optimal use of resources in the field of learning and development.

The School reports regularly to the interinstitutional EPSO/EuSA Management Board.

General context

The **skills and knowledge** required by staff of the EU institutions are constantly evolving. Managers and staff need support to build skills aligned with the new EPSO competency [framework](#), to adapt to hybrid ways of working and develop their **digital literacy**. Furthermore, the ways in which people learn are becoming more diverse as the availability of information increases exponentially. The Strategic Plan that the School developed for the period 2020 – 2024 takes account of these factors while aiming at the same time to preserve the added value of the interinstitutional nature of its learning programmes. Acting as a platform of exchange among institutions is crucial for the School, as it permits participants to establish useful networks.

The School will also endeavour to support individual institutions. It will continue to coordinate the Network of Directors of Academies of Public Administration (DISPA) in the EU and organise the Erasmus programme for national administrations.

Priorities for 2023

In agreement with its partner institutions, the School's overarching priorities for 2023 are the following:

LEADERSHIP AND MANAGEMENT

- Deliver the learning offer for Senior Managers and develop an offer for Directors-General;

- Adapt the management and leadership development programmes and create new learning paths for managers/team leaders;
- Launch the call for tenders for the new framework contracts for leadership and management training and executive coaching services.

GENERAL SKILLS, especially for **NEWCOMERS**

- Restructure the learning offer based on the new **EPSO competency framework**;
- Implement learning activities on new key skills;
- Develop more flexible formats of learning and a new approach towards self-directed learning programmes based on self-assessment.

CERTIFICATION

- Offer a blended interinstitutional certification programme (as foreseen in [Article 45a of the Staff Regulations](#));
- Create more connections between the training programme and the work context.

THEMATIC CONFERENCES

Continue the online offer of events with internal and external speakers, focusing on the EU and global context, EU priorities, policies and institutions, EU history etc.

LEARNING PROGRAMMES REQUESTED BY EU INSTITUTIONS

Design learning programmes and activities requested by institutions to address common needs, such as the **Data Protection Certification** and an **interinstitutional job shadowing programme**.

LEARNING MODALITIES

- Consolidate the online, blended and hybrid learning offer;
- Strengthen the School's approach to evaluation;
- Foster the innovation approach by prototyping new learning formats and activities.

Operational context

In a context of a **stable budget** in 2023, we will keep the **same quantitative targets for the number of events**, taking the following factors into account:

- Increased **pressure on EuSA resources** due to the increase of the costs for training courses and activities;
- **Evolution in the use of EuSA resources**: redirection of budget previously used for rooms outside EU buildings towards the design and delivery of learning events, Increased use of EU internal facilitators for some learning programmes.

PART 1. Delivering on the political priorities: main outputs for the year

General objective 7: A modern, high performing and sustainable European Civil Service

Specific objective 1.1: Leadership and management skills and behaviours in the EU institutions are improved for greater effectiveness

Main outputs in 2023: 200 leadership and management events organised for staff of all EU institutions.

Evaluations and fitness checks

Output	Indicator	Target
Number of events (courses, workshops and speaker events) organised by levels of responsibilities: <ul style="list-style-type: none"> • 20 for senior managers • 50 for middle managers • 130 for aspiring managers 	<p>Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers.</p> <p>Explanation: The perceived relevance of the learning activities for the participants' work as a manager. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations</p>	94,5 %

Specific objective 1.2: General skills of all staff are improved to promote efficiency in modern, high-performing and sustainable EU institutions

Main outputs in 2023: 256 general skills events (courses, workshops and speaker events) organised for staff of all EU institutions.

Training on professional skills

Output	Indicator:	Target
<p>156 events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively</p> <ul style="list-style-type: none"> • 150 Key Skills courses • 6 Transitions Skills 	<p>Result indicator 1: Perceived usefulness of skills development training courses.</p> <p>Explanation: The perceived usefulness of the learning activities for the participants' work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations</p>	94,5%

Other training

Output	Indicator	Target
<p>100 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being.</p>	<p>Result indicator 2: Perceived usefulness of wellbeing initiatives.</p> <p>Explanation: The perceived usefulness of the initiatives for the participants' well-being at work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations</p>	94,5%

Specific objective 1.3: Staff's understanding of the working environment of the EU institutions, the raison d'être of the European project is improved and better interinstitutional cooperation is fostered

Main outputs in 2023: 60 events (courses, workshops and speaker events) organised for staff of all EU institutions.

Training on professional skills

Output	Indicator	Target
<p>60 events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project</p>	<p>Result indicator 1: Perceived usefulness of EU-related training courses.</p> <p>Explanation: The perceived usefulness of the learning activities for the participants' understanding of the EU context. Unit of measurement: question "How useful was the course in developing a better understanding of the EU?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations</p>	<p>95,5%</p>

Specific objective 1.4: The role of the European School of Administration as a hub for cooperation between EU institutions and with Member States is reinforced

Main outputs in 2023: 16 events involving EU institutions and Member States

Training on professional skills

Output	Indicator	Target
10 Interinstitutional events (IWP strategic workshops and meetings, design workshops, learning events on common needs, coaching platform...)	<p>Result indicator 1: Number of interinstitutional events and meetings organised by the EuSA</p> <p>Explanation: Number of events aiming at fostering cooperation between EU institutions.</p> <p>Source of data: Event reports and minutes.</p>	10

Other activities

Output	Indicator	Target
4 DISPA Network events depending on developments of the health situation. 2 organised by the respective Presidencies, and 2 online. Due to the reduction of resources within all administrations, it has been decided to continue to organise only 4 meetings per year.	<p>Result indicator 2: Level of support to the DISPA Network (Directors of Institute and Schools of Public Administration)</p> <p>Explanation: Number of meetings and events organised to support the DISPA network.</p> <p>Source of data: Event reports and minutes.</p>	4

2 Erasmus Public Administration Programme	<p>Result indicator 3: Satisfaction rate for Erasmus Public Administration Programme</p> <p>Explanation: Participant satisfaction rates on Public Administration Erasmus programme</p> <p>Source of data: Questionnaire completed by participants</p>	95,5%
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Output	Indicator	Target
38,5 % of participants come from institutions other than the Commission	<p>Result indicator 4: Interinstitutional attendance at learning activities</p> <p>Explanation: Participants from all EU</p>	38,5 % of participants come from institutions other than the Commission

	institutions Source of data: EU Learn statistics	
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N.B.: the reduction in the number of DISPA events and Erasmus programme is explained by the return to face-to-face, and a stronger focus on interinstitutional cooperation.

Specific objective 1.5: A high quality Certification training programme is provided to the institutions to help them develop the talents of assistant grade staff with the potential to become administrators.

Main outputs in 2023: One Certification training programme organised and delivered in cooperation with EPSO

Output	Indicator	Target
<p>One Certification training programme organised and delivered for approximately 75 people</p>	<p>Result indicator 1: Perceived usefulness of the Certification training programme after appointment as administrator.</p> <p>Explanation: % of participants declared use of the skills learned in the training programme after the appointment as administrator.</p> <p>Source of data: EU Survey</p>	<p>96,85%</p>

PART 2. Modernising the administration: main outputs for 2023

All the parts related to this section are covered in the EPSO 2023 Management Plan.